

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
LEWIS COUNTY, WASHINGTON**

APPROVAL OF THE 2005-2007)
LEWIS COUNTY STRATEGIC)
PLAN)

Resolution #04- 387

WHEREAS, Lewis County created a Strategic Plan in July 2002; and,

WHEREAS, the Lewis County Executive Steering Committee (ESC), whose membership is made up of all elected and appointed officials of Lewis County, in it's advisory capacity has created a new Strategic Plan for Lewis County (included as Exhibit 'A'); and,

WHEREAS, the ESC recommends the Board of County Commissioners adopt the 2005-2007 Lewis County Strategic Plan as it is in the best interest of the citizens of Lewis County; NOW THEREFORE

BE IT RESOLVED that the 2005-2007 Lewis County Strategic Plan is adopted as recommended by the Lewis County Executive Steering Committee.


DONE IN OPEN SESSION this 6th day of December 2004.

BOARD OF COUNTY COMMISSIONERS
LEWIS COUNTY, WASHINGTON

APPROVED AS TO FORM:
Jeremy Randolph, Prosecuting Attorney



Eric Johnson, Chairman

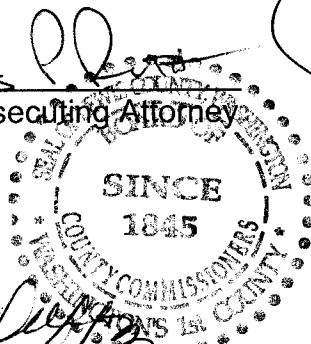

Civil Deputy Prosecuting Attorney


Richard Graham, Member

ATTEST:


Dennis Hadaller, Member


Karisa Duffey, Clerk of the Board



Lewis County 2005 – 2007 Strategic Plan

“Tradition, Service, and a Bright Future”

December, 2004

Lewis County, WA



Since 1845

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AN INTRODUCTION TO THIS DOCUMENT

Why a Strategic Plan?

Effective, efficient public service is important to our community. This is the third strategic plan adopted by Lewis County Elected Officials and clearly demonstrates it is a working document for purposes of planning and budgeting. The plan is our roadmap as we move forward in our continuing effort to ensure we are doing the right things, the right way. Compare this plan with the previous plans and pay particular attention to the report card. Some of the goals in the first and second version are no longer in this plan. New ones have been added. That does not mean those things are no longer important, rather that we feel we have completed the action plans or have reached a point whereby we monitor them in another way. Goal Five is a good example. Construction and operation of the new jail is on track and is now simply in the operative stage within the Sheriff's office who is responsible for staffing and managing the jail.

For the past several years, the citizens of Lewis County have sent the message they want their government to work more efficiently. Lewis County has heard this message and acted. The County has cut expenditures, combined operations, and actively worked with private and non-profit groups. There have been some staff cuts and some refocusing of staff positions to areas of higher priority. Simply put, we must focus the resources available to us on the most important, effective services for our community.

This Strategic Plan is an important step in that direction. All of Lewis County elected officials participated in the creation of the mission statement. This mission statement and goals set the stage, in turn, for our 2004 budget process. The clarity provided in this document will enable us, your elected officials, to make the best possible choices for the use of tax dollars as we move through this year and into the next. It also enables you, the taxpayer, to better understand where we are focusing our efforts, and what we plan to achieve by doing so.

Overview of the Plan

The Plan begins with our mission statement, supported by a set of guiding values and operating principles. You will note a strong emphasis on trust, accountability, and service. It is our mission to provide high-quality services, and to do so with openness and integrity.

~~In this plan we have adopted nine strategic goals, seven we have carried forward and updated, some are new, reflecting the priorities of your elected officials and the citizens that we serve from the previous~~

We present each goal with a supporting statement to explain why this is a top priority for Lewis County. We then identify specific actions to achieve each goal, along with a timeframe within which those actions to be completed. Finally, we accompany each goal with "success measures" so we can determine whether we have achieved our intended result.

As mentioned previously, the goals highlighted in this plan are a focal point, not only for the budget process but also for our work, time, energy, and resources as a whole. In addition to these new strategic goals, the County will continue to provide a broad range of other services for our community. The fourth section of this Strategic Plan provides an overview of the departments and functions within the County, along with a list of key individuals and telephone numbers for each of those operational units within our government.

How You Can Be Involved

This Strategic Plan is our next step in our continuous effort to become more efficient, effective, and accountable as a County government. We are interested in hearing from you on our plans for the future. As we continue to move ahead into the budget process and beyond, we ask for your input and suggestions. This Plan is only effective if it reflects the concerns, values, and priorities of our citizens. Each year, we will evaluate, measure progress and update our plan. We want you to participate with us as we move ahead within these new strategic parameters.

Use This Plan to Hold Us Accountable

We commit to running Lewis County government in a manner that reflects the highest possible standards of honesty, integrity, service, and professionalism. We further commit to following your mandate: a government that operates with maximum efficiency. We hope that you, the citizens of Lewis County, will read this document, monitor our progress, and ultimately hold us accountable for the actions we have outlined here. The art of leading is a two-way street: we cannot be fully effective unless we hear from, and interact with, those of you we serve.

For more information about this Strategic Plan, please call Larry Keeton, Chief of Staff for Lewis County at (360) 740-1419 or any one of your elected county elected officials.

LEWIS COUNTY GOVERNMENT

MISSION STATEMENT

Lewis County Government provides responsive, efficient, quality public service. We promote the self-sufficiency, well being and prosperity of individuals, families, businesses and communities in a manner that fosters public trust and confidence in government.

Shared Values

The Lewis County team of employees **shares these values** in the delivery of its mission:

- | | |
|----------------------|------------------|
| ✓ Cost effectiveness | ✓ Accountability |
| ✓ Fairness | ✓ Integrity |
| ✓ Collaboration | ✓ Respect |
| ✓ Efficiency | ✓ Loyalty |
| ✓ Professionalism | ✓ Trust |

Operating Principles

The Lewis County team of employees **follows these operating principles** in accomplishing this mission:

- ✓ We always work to earn the public's trust.
- ✓ Our decisions and operations are transparent. We work to inform and involve both the employees and the public in everything we do.
- ✓ We make our decisions based on the best interests of Lewis County.
- ✓ We strive to foster a work environment that is positive, enjoyable, and productive.
- ✓ We strive for a balance between mandated services and other services that fulfill important needs for our citizens. While we may not always directly provide programs and services, we work to ensure these services are available to those in our community who need them.

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LEWIS COUNTY PRIORITY GOALS FOR 2002-2004

2002 Success Measures and Report Card

The Executive Steering Committee reviewed the original Strategic Plan at its annual retreat on March 21-22, 2003. Below is the report card on that first plan, keeping in mind that it was never intended that we could complete the goals in year one. The ESC modified the plan to reflect 2002 achievements and focus on emerging priorities.

GOAL ONE: CREATE GREATER STABILITY IN THE ANNUAL BUDGET PROCESS



REPORT CARD:

A new budget process was implemented. Every elected and appointed official was part of a review of County services. The strategic plan provided focus to ensure our most important initiatives were funded. From this work, the ESC provided budget recommendations to the BOCC. The new process also provided more communication with County employees and the citizens. Three manager/supervisor workshops and three citizen budget briefings were held to present information, answer questions and take input.

GOAL TWO: CONSOLIDATE COUNTY OPERATIONS AND SERVICES



REPORT CARD:

Work began on the acquisition of a new financial management system, which will consolidate functions and eliminate redundancies among numerous county offices and departments.

GOAL THREE: INITIATIVES TO REDUCE SUBSTANCE ABUSE



REPORT CARD:

- A new DUI-prevention Community Outreach worker was added to the Department of Health and Social Services. The BOCC also approved the creation of a new Drug Court.
- Lewis County held the first Meth Youth Summit.

GOAL FOUR: INITIATIVES TO ELIMINATE PUBLIC NUISANCES



REPORT CARD:

A new ordinance to eliminate public nuisances, which includes tougher enforcement measures, was approved by the BOCC. A policy was adopted which includes both public outreach and enforcement measures.

GOAL FIVE: ENHANCE FLOOD REDUCTION AND CONTROL PROGRAMS



REPORT CARD:

Combined efforts at the local level with the cities of Chehalis and Centralia kept flood efforts on track. The Chehalis Flood Management Plan is nearly complete, while channel migration and other studies continue for the Cowlitz River.

GOAL SIX: PLANNING AND CONSTRUCTION OF THE NEW JAIL



REPORT CARD:

Bids received were very competitive and under the estimate. Bond rating agencies found sound financial management in place in Lewis County and awarded a good rating. Lewis County secured financing at one of the lowest rates in years. Construction began on the new county jail.

GOAL SEVEN: IMPLEMENT AN EMPLOYEE DEVELOPMENT PROGRAM



REPORT CARD:

A new partnership was formed with Centralia College to provide professional development training to County employees. A quarterly recognition program was put into place to reward employees for outstanding performance.

OTHER SUCCESSES:



The County moved toward e-government by reviewing the current finance system and approving its replacement. Also, bids for Public Works were introduced on-line, which resulted in a cost savings of \$46,000.00.



In July 2002, and again in December 2002, the Western Washington Growth Management Hearings board ruled (with minor exceptions) that Lewis County's Comprehensive Plan and Development Regulations were compliant with the Growth Management Act. This finding was the culmination of 18 months of good work by the Citizens Advisory Committee, the Planning Commission, the public and our County Staff and consultants. The Growth Board's ruling put an end to a two year development moratorium in the County's Rural Development District.

LEWIS COUNTY STRATEGIC PLAN 2002-2004

REPORT CARD ON PLAN MODIFIED IN 2003

The Lewis County Executive Steering Committee met in Retreat March 21-22, 2003. A review determined that the county had significant progress on numerous goals in 2002 – the first year of the plan. The group highlighted key accomplishments, modified the goals and added a new goal to reflect changing County priorities. The change in the number order of the goals did not reflect that any goal was less important. A new goal – Economic Development – was added and placed first based on the belief that our ability to reach our other goals is directly related to the success of the Lewis County economic base.

Goal One: Economic Development Initiative



REPORT CARD:

An Economic Summit was held in September 2003. A broad base of community leaders throughout the county were invited to participate. There were over 100 participants with representatives from county and city governments, the Lewis County Economic Development Council, local Chambers of Commerce, the Ports and Industrial Commission, the Lewis County Visitor and Convention Bureau, Centralia College, local school districts, Destination Packwood and many Lewis County businesses. An Economic Development Action Plan and a series of follow-up materials were created from information gathered at the Summit. That plan will be the blueprint for Lewis County's ongoing efforts for economic development. While the success measures for the goal have been met, Lewis County is committed to making economic development a top priority in the Strategic Plan.

Goal Two: Initiatives to Reduce Substance Abuse



REPORT CARD:

The Lewis County Youth Prevention Team planned and conducted a youth prevention summit in March. Two hundred students from eleven school districts attended the summit, which focused on anti-drug, anti-tobacco, and anti-alcohol strategies that young adults can follow. The team has been active for over a year and participates in tobacco compliance checks, prevention efforts, and DUI/Traffic Safety efforts throughout the County.

Alcohol prevention was a major effort this year. Programs targeted high school students at Toledo, White Pass, Chehalis, and Napavine regarding the dangers of driving under the influence or riding with those under the influence of alcohol or drugs. A similar program was given to the Community through Thorbeck's Gym and Fitness Center. We supported the work of two Students against Destructive Decisions clubs currently in existence and support establishing two new ones. The Lewis County DUI Task Force and local law enforcement participated in two multi-jurisdictional DUI emphasis patrols at critical times of the year.

We conducted 82 Synar tobacco compliance checks; the rate of tobacco sales to youth by retail stores in the county remained constant this past year. In an effort to reduce illegal sales, storeowners and clerks received training and other educational materials. The coming year should show a decrease in tobacco product sales

to Lewis County youth. The dangers of tobacco programs were conducted in the local schools. Efforts ranged from a local dentist and County staff conducting smokeless tobacco presentations to mini health fairs to signage on Twin Transit buses to sponsoring a race car.

Goal Three: Enforcement of Public Nuisance Ordinance



REPORT CARD:

The Public Nuisance Ordinance was adopted by the BOCC in February 2003. This goal is now successfully in the operational status and will be removed from the new Strategic Plan. Staff will continue to provide regular briefings to the ESC on the success of the implementation and enforcement of the Ordinance.

Goal Four: Reduce Flood Hazards



REPORT CARD:

Channel migration zone mapping for the Upper Cowlitz Basin was funded by Ecology and completed in June 2003. This document has been provided to Menasha Forest Products, WSDOT, US Army Corps of Engineers, Lewis County Public Utility District, and citizens.

A minimal update of the "1994 Lewis County Comprehensive Flood Hazard Management Plan (CFHMP)" is underway. An interdepartmental workgroup of Public Works, Emergency Management, Community Development, City of Centralia, and City of Chehalis staff have met on a regular basis to update the CFHMP in order to retain our eligibility in the federal Community Rating System program. A preliminary draft is undergoing agency review. A final draft will be presented to the BOCC in Summer 2004 for approval.

The General Re-evaluation Report and Draft Environmental Impact Statement supporting acquisition and use of the Skookumchuck Dam for flood control is complete. The County's consultant is now engaged in dam modification design. A new two year local agency agreement with Washington State Department of Transportation (\$1,975,000) is in place funding the effort. Efforts, at the federal level, to secure additional flood control project funding are ongoing.

Commissioner Graham and council representatives from Chehalis and Centralia traveled to Washington D C to meet with key officials regarding our ongoing efforts. The result is that we are now included in the U S Senate version of the "WRDA" bill and are advocating for the \$300,000 funding for our project in the 2004 Seattle Army Corps budget. We are currently included in the US House version of the "WRDA" bill. We have also requested \$750,000 for the Corps Budget for fiscal year 2005.

Goal Five: Construction & Operation of the New Jail



REPORT CARD:

This goal is being removed from the updated 2004 –2006 strategic plan. Construction of the new part of the jail is essentially complete with the training and transition to the new facility to be complete by the end of August 2004. The Board of County Commissioners committed extra funds in the 2004 budget to recruit, train and staff the new facility. After the inmates are moved to the new facility, the remodel of the existing facility will begin with completion expected in the spring of 2005. Contracts are being finalized anticipating accepting prisoners from other jurisdictions by the end of August 2004. All activity is in the operational mode in the Sheriff's office where responsibility for the operation resides. The Sheriff will continue to update the Executive Steering Committee from time to time.

Goal Six: Continuous Improvement of County Functions and Services



REPORT CARD:

One of the projects that was rated highest priority is the replacement of the county finance system software. After months of work, developing and issuing a Request for Proposal, and analyzing the responses, the final decision was to reject all proposals. This decision was made because none of the responding software vendors was able to demonstrate a cost effective, complete system that met all the county requirements. Meanwhile, a work group interviewed all departments to analyze and recommend where we can eliminate duplication of efforts. The workgroup is focused on streamlining business processes and creating processes that are more effective, that will be initiated when the new software is eventually chosen and implemented. We are waiting on that report. On a positive note, the district court has implemented a digital recording system for court proceedings that significantly improves the management and archival of those recordings, a county wide imaging system is in place and operational in the offices of the County Clerk, Public Works and the Board of Commissioners. The Property Assessment and Tax System providing online property information was successfully launched to the public in August of 2003.

Goal Seven: Budget Process Stability



REPORT CARD:

Eight county officials, supervisors and managers attended a two-day results based budgeting workshop. While we weren't able to implement this process fully in the 2004 budget cycle, it was successfully utilized to develop the recommended programs to be budgeted from the Substance Abuse Task Force. The budget and accounting supervisor working with the Chief Administrative Officer developed and held six budget-training workshops. The BOCC utilized a multidimensional process to build the budget. Budget process timelines were developed. Each office and department briefed their budget to the Executive Steering Committee. Then each office and department had a one on one meeting with the Board of Commissioners. Finally, there was an internal briefing of the preliminary budget, before the budget was published and subsequently adopted in the public process. The result was a responsible budget.

Goal Eight: Employee Enrichment and Empowerment



REPORT CARD:

The Personnel Advocacy Committee did the oversight work to produce the “employee appreciation day” held July 25th. In addition, the county held four quarterly employee recognition ceremonies where 49 employees were recognized for years of service, and others given recognition for awards and recognitions received from external organizations. Twenty-five employees were nominated for outstanding service awards to recognize their extra efforts on behalf of the citizens of Lewis County. The ESC recommended a professional development program, which is currently under review and expected to be back to the ESC by January 2005.

LEWIS COUNTY PRIORITY GOALS FOR 2002-2004

Lewis County provides a broad range of public services. Over the next two years, however, the County will emphasize the following nine goals:

GOAL ONE: ECONOMIC DEVELOPMENT INITIATIVE

GOAL TWO: INITIATIVES TO REDUCE SUBSTANCE ABUSE

GOAL THREE: REDUCE FLOOD HAZARDS

**GOAL FOUR: CONTINUOUS IMPROVEMENT OF COUNTY
FUNCTIONS AND SERVICES**

GOAL FIVE: BUDGET PROCESS STABILITY

GOAL SIX: EMPLOYEE ENRICHMENT & EMPOWERMENT

GOAL SEVEN: INTERGOVERNMENTAL COOPERATION

GOAL EIGHT: TRANSPORTATION

GOAL NINE: GROWTH MANAGEMENT ACT COMPLIANCE

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GOAL ONE

ECONOMIC DEVELOPMENT INITIATIVE

Lewis County Executive Steering Committee continues to believe the County should have a leadership role in ensuring strong economic development in our county. The economic base of the County, in addition to traditional agriculture and forestry sectors, is actively embracing retail, commercial and light industrial activities. Adverse decisions by the Western Washington Growth Management Hearings Board regarding land use and development are a significant roadblock to our ability to move forward. County government must continually seek new ways to diversify our economic base, ensuring that there is a welcome climate for ongoing business development and growth within Lewis County.

Economic development touches more than just jobs and the tax base of the County. Unemployment is frequently linked to substance abuse, domestic violence, and other crimes—all of which are under the purview of Lewis County government. Improvements in economic development will naturally lead to improvements in the overall well being of Lewis County taxpayers, which is closely linked to our Mission Statement, which calls for the promotion of self-sufficiency and well being for county residents.

September 2003, Lewis County held an Economic Development Summit and out of that, an Economic Development Action Plan was developed. The EDAP has three areas of emphasis for action: visioning, business climate improvement, and cooperative efforts, which also includes marketing of Lewis County and pursuing grant funding to support our efforts.

Action Steps and Timeframe to Implement This Goal

EDAP Goal One- Develop a comprehensive vision for economic development in Lewis County.

- **March 2004:** Inventory and analyze current industrial and commercial land needs in Lewis County.
- **July 2005:** Establish a structure and process for the county to engage in sub area planning in unincorporated parts of the County where there is active local interest and a need for technical assistance and support.
- **March 2005:** Establish an economic development advisory committee to perform the following tasks:
 - **December 2005:** Update and revise the Lewis County Comprehensive Plan to include an economic development element.

EDAP Goal Two- Encourage the development of a healthy and competitive business climate in Lewis County.

- **December 2004:** Create strategies for improving the permitting of development and construction projects of various levels of complexity.
- **December 2005:** Develop and provide educational materials for Lewis County citizens and businesses on the frequently asked questions regarding any or all of the following issues: building permits, subdivisions, land use and zoning procedures, roadway permitting, water use permitting, waste disposal permitting, Growth Management Act compliance, code compliance and enforcement.
- **December 2005:** Improve overall customer service for permitting in Community Development, Environmental Health and Public Works including addressing technical roadblocks and cross-training strategies for employees.

- **December 2004:** Have interlocal agreements in place with incorporated cities to improve regulation of Urban Growth Areas, beginning with Centralia, Chehalis and Napavine, with a final goal to have all cities on board by the end of 2005.
- **May 2004:** Continue a county strategy to promote state regulatory reform that fosters and promotes economic growth and development at the local level, allows greater local autonomy in decision-making, and supports business retention, expansion and growth.
- **July 2005:** Have a permit-streamlining program in place that will shorten the timelines and simplify permitting for development and construction projects in Lewis County.

EDAP Goal Three- Lead cooperative efforts on regional development issues.

- **March 2005:** Develop a plan and a process for Lewis County to be ready to provide technical assistance to unincorporated communities served by utility districts for purposes of updating utility plans and upgrading utility systems.
- **September 2004:** Provide support for on-going cooperative efforts with groups such as: the Chehalis Flood Reduction Executive Committee, the Regional Transportation Coalition, the Chehalis Basin Partnership, The Cowlitz River Basin Partnership and the Nisqually River Council.
- **March 2005:** Hold a follow-up Economic Development Summit and reevaluate the information in the Economic Development Action Plan Goals and Objectives.
- **December 2004:** Investigate the role of grant funding in assisting with economic development efforts.
- **January 2005:** Develop an economic development page for the Lewis County website that is linked to other important web sites for local economic development stakeholders: Ports, Chambers of Commerce, tourist organizations, Economic Development Council, et al.
- **December 2005:** Develop a plan and a strategy for Lewis County to coordinate with local jurisdictions and service providers on public infrastructure, utility development and land use planning. Areas for coordination may include: water systems, sewer systems, storm water systems, telecommunications networks, transportation planning, land use planning and wetland mitigation banks.

Success Measures for This Goal

- Lewis County pursues a comprehensive vision for economic development.
- Obtaining a permit is more efficient for businesses and citizens.
- We will have increased regional cooperation with our economic development efforts.

Roles and Responsibilities

The Board of County Commissioners will assume primary responsibility for coordinating the implementation of this goal through the Economic Development Coordinator and in partnership with the Departments of Public Works, Health and Social Services, Community Development and the Chief of Staff.

GOAL TWO

INITIATIVES TO REDUCE SUBSTANCE ABUSE

This goal relates directly to our mission statement of "...public service to promote self-sufficiency, well being and prosperity ..." and is important to our County as a whole. Substance abuse is a significant, serious issue within this County almost every county resident has a family member, co-worker or acquaintance that is dealing with the direct or indirect effects of substance abuse. Nationally, alcohol and other drugs are implicated in nearly half of all deaths caused by motor vehicle crashes and fatal intentional injuries such as suicides and homicides; victims are intoxicated in approximately one-third of all homicides, drowning, and boating deaths. The majority of individuals incarcerated in the county jail are substance abusers.

Lewis County consistently rates high in the number of lab seizures per capita. Alcohol and tobacco use are higher in Lewis County than the state average or the average for "counties like us." Substance abuse is the main contributing cause of chronic health problems like lung disease, heart attacks, strokes and cancer that plague county citizens.

Lewis County is not responsible for all substance abuse prevention and public treatment within our borders. A broad range of non-profit groups, as well as public agencies, provides critical services to county residents. Lewis County should, however, play a strong role in facilitating community collaboration and coordination of prevention and treatment services. It is also the County's role to ensure that the public is educated about the dangers of substance abuse and about the treatment programs available for drug, alcohol and tobacco dependency. The County should have a holistic program of education, prevention, enforcement, and treatment.

The target audience for prevention messages and activities is youth, especially teenagers. Research shows delaying initiation of the first drink of alcohol, the first cigarette or use of illegal drugs decreases the likelihood that youth will become addicted adults. Prevention involves not only education but also engaging and empowering teenagers in activities with peers. The community needs to respond to inappropriate substance use by teens with enforcement to decrease access to these addictive substances and to show youth there are consequences to these behavior choices.

Currently addicted individuals need accessible treatment that meets their individual needs. Substance abusers engaged in criminal activity need a program with accountability such as Drug Court. Families affected by substance abuse would benefit from family drug court.

It is recognized that reducing or eliminating substance abuse is a long-term, ongoing issue for Lewis County, and that the solutions will not come quickly. County officials will encourage individuals, families, businesses and community groups, to recognize this critical problem and become part of the solution. Each year, we will take steps to increase the County's effectiveness in responding to this problem.

Action Steps and Timeframe to Implement this Goal

Specific actions in 2004 and 2005 will include:

- **April 2004:** Drug Court Planning team attends training in Philadelphia
- **March 2004:** 3rd Annual Youth Prevention Summit. Curriculum will also include tobacco prevention
- **June 2004:** Drug Court Pilot Program will be instituted
- **June 2004:** Quality reviews of treatment agencies will be completed.
- **July 2004:** The Drug Court Community Oversight Committee will be established.
- **September 2004:** The Youth Coalition will reconvene.
- **October 2004:** The Drug Court Planning Team will complete their training.
- **November 2004:** Mossyrock and White Pass High School SADD clubs will be in place and having regular meetings.
- **January 2005:** The Colorado University "Readiness For Change" Survey will be completed in Toledo, Centralia, Chehalis, Mossyrock and Onalaska
- **January 2005:** A treatment program for offenders sentenced to 6 months or longer will be in place in the Lewis County Jail.
-
- **January 2005:** The Juvenile Family Functional Therapy Program will be evaluated for therapist effectiveness.
- **February 2005:** A Community Mobilization Against Substance Abuse and Violence outreach worker will be added to the Prevention Team
- **April 2005:** At least three community meetings will be held to discuss drug and alcohol problems/issues
- **May 2005:** An awards banquet honoring the DUI enforcement and prevention accomplishments of countywide law enforcement, the Lewis County Prevention Team, and the county SADD clubs will be provided.
- **June 2005:** Lewis County will begin to establish a Youth Drug Court.
- **June 2005:** Morton, Mossyrock, Onalaska, Toledo, Adna, and Pe Ell High Schools will participate in the two-day DEAD event (every 15 minutes), a best practice DUI prevention program.
- **June 2005:** Simulated Impaired Driving Experience (SIDNE) will be used in seven of the eleven high schools.
- **June 2005:** The DUI Coordinator will provide alcohol prevention materials and education to three elementary schools.
- **June 2005:** Synar compliance checks will be conducted and retailer education provided to 65% of our tobacco retailers.
- **June 2005:** We will have conducted at least four Basic Tobacco Intervention Skills Trainings (BTIS)
- **June 2005:** Secondhand smoke law enforcement education will be in place

- **June 2005:** Health & Social Services staff and community stakeholders will develop a strategic plan for tobacco prevention, intervention, and cessation with an emphasis on policy development.
- **June 2005:** 4th Annual Youth Prevention Summit
- **June 2005:** 70% of the school districts in Lewis County will be using NOVA Net to increase "connection to school"
- **August 2005:** Information on alcohol DUI prevention, child safety seats and seat belts usage will be presented at the SW Washington Fair.
- **December 2005:** All Field Probation Officers will be using Risk Assessment Case Management.
- **December 2005:** Lewis County DUI Task Force and local law enforcement will have participated in at least two multi-jurisdictional DUI Emphasis Patrols.
- **2006:** We will have an evaluation tool to test Drug Court effectiveness.

Success Measures for this Goal

- **July 2004:** the number of clients completing treatment will increase and quality reviews of treatment agencies will be conducted.
- **2005-2006 school year:** there will be an increase in the number of schools and students participating in the Healthy Youth survey in Lewis County. This will enhance the data available to define the problem and measure success among youth.
- **First quarter of 2006:** the 2005 Healthy Youth Survey, taken by middle and high school age students in October 2005 will show a decrease in the perception by youth that there are few consequences for underage substance use. In addition, youth perception will change and show that should they use substances they are likely to get caught doing this behavior.
- **January 2006:** Drug Court for both adults and youth will be operational and fully funded with 50% of eligible people participating.

Roles and Responsibilities

The Substance Abuse Prevention Team under the Department of Health and Social Services will be responsible for the implementation of this strategy. The director will continue to work directly with the ESC to define specific actions that will enable the County to succeed in this area.

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GOAL THREE

REDUCE FLOOD HAZARDS

Floods pose a significant hazard in Lewis County, putting our citizens as well as private and public properties at risk from river flooding and bank erosion. Flooding not only affects our ability to recruit new companies but also poses serious interruptions to the Canada to Mexico freight traffic and seriously affects the ability for emergency vehicles to respond in a timely manner. Lewis County achieved significant progress on this goal in 2002-2004.

Lewis County, the Cities of Chehalis and Centralia and the Chehalis Tribe have worked with the US Army Corps of Engineers, WSDOT and neighboring Thurston and Grays Harbor Counties to develop and implement a comprehensive flood reduction project that is now ready to be recommended to Congress for full authorization. Initial engineering and design is fully underway. The State of Washington, through the "nickel tax" transportation budget (2003) appropriated \$30 million, which is sufficient funding to substantially meet the non-federal share of a comprehensive Corps flood reduction project through construction. Lewis County has entered into a Cooperating Technical Partners agreement with FEMA, which can allow the County to update and modernize flood hazard mapping, and possibly the implementation of other flood warning and flood mitigation measures.

The Upper Cowlitz Basin channel migration zone mapping was funded and completed. The General Reconsideration Report and draft EIS supporting acquisition and use of the Skookumchuck Dam for flood control has been completed. The Dam modification design is underway. The WSDOT funding is in place and efforts have stepped up to secure the federal funding portion of the project.

The County completed an update to the Comprehensive Flood Hazard Management Plan. This update supports ongoing enrollment in the Community Rating System, providing flood insurance to County residents. The County desires a complete plan revision during 2004 and 2005. The revision proposes incorporating specific actions and strategies that have been developed during the Chehalis Basin Flood Reduction project.

Action Steps and Timeframe to Implement this Goal

Throughout 2005 and beyond the County will continue to develop partnerships at the state and federal level that can provide assistance with our expanded flood control and reduction program.

- **September 2004:** We will have identified the availability of the needed \$300,000 for the Seattle Army Corps of Engineers to complete the dam design portion of the project.
- **October 2004:** We will have identified the availability of the \$750,000 for the Seattle District Army Corps of Engineers for the dike design portion of the project.
- **January 2005:** We will have selected a provider of engineering services to revise the Comprehensive Flood Hazard Management Plan.
- **January 2005:** A group of stakeholders will be identified to advise the County's engineering consultant during the Comprehensive Flood Hazard Management Plan revision process.
- **April 2005:** A flood district feasibility report and recommendations will be completed. This report is the next step toward creating a Flood District or Flood District sub-regions.

- **June 2005:** The Chehalis River Basin Flood Control District boundaries will be refined.
- **November 2005:** A draft revised Comprehensive Flood Hazard Management Plan will be available for community outreach and review.
- **April 2006:** A final revised Comprehensive Flood Hazard Management Plan will be available for the Board of County Commissioner review and adoption process.
- **December 2005:** Planning by Lewis County and our partners will be completed for the I-5 Corridor with proposed alternatives.
- **December 2005:** The preliminary plan for raising Skookumchuck Dam will be complete. Ownership of the dam will be resolved and modification of the dam will begin.
- **February 2006:** All of the County's land use policies will be reviewed, revised if necessary, and enacted throughout the County for flood hazard reduction. Partnerships among the County and various municipalities (cities of Chehalis, Centralia, Morton, Mossyrock, Napavine, Pe Ell, Toledo, Winlock and Vader) will be in place to ensure consistency and coordination.

Success Measures for this Goal

- Completion of action steps by the designated timeframes.
- We have affected a measure of flood damage reduction. This would be measured by a reduction in flood damage claims filed after an event when compared to the composite numbers submitted from the 1990 and 1996 flood events.
- Seventy-five percent of the structures within the flood control areas have taken appropriate mitigation steps in concert with the Lewis County Comprehensive Flood Control Mitigation Project.
- We will no longer be a recognized flood prone area by economic development groups and transportation entities.
- Following adoption of the revised Comprehensive Flood Hazard Management Plan, increased points in the Community Rating System will lower flood insurance rates for Lewis County residents.

Roles and Responsibilities

The Department of Public Works is responsible for completing the revision of the Comprehensive Flood Hazard Management Plan. The Department of Community Development is responsible for working with the Lewis County Planning Commission to review the County's land use policies, and for recommending appropriate changes to them. The BOCC is responsible for reviewing and adopting changes, as appropriate, to land use policies. In addition, the BOCC is responsible for developing successful flood control partners with Grays Harbor and Thurston County and at the state and federal levels and implementing the structure to successfully complete this goal.

GOAL FOUR

CONTINUOUS IMPROVEMENT OF COUNTY FUNCTIONS AND SERVICES

Lewis County government strives to be responsive to the citizens of the county. One method is a continuous improvement process that identifies areas of inefficiency, services that can be merged, and improvements in service delivery. Since public communication, both incoming and outgoing are important to our success we have added some action steps related to those processes. While the Lewis County web site is operational with many tools in place to implement this issue, that work needs to continue and expand.

While continuous improvement occurs now, it is important to recognize when it has occurred and to reward those employees who take the extra step to identify and implement new ways to save money, save time, or improve customer service. Through this goal, the County formalizes the continual improvement process so that it becomes a mainstay to every employee "this is the way we do business in Lewis County."

Action Steps and Timeframe to Implement this Goal

- **April 2005:** The County will complete a due diligence to identify vendors who would be potential bidders for all or part of a new financial management software package.
- **April 2005:** Lewis County will have developed a business plan that will include the following:
 1. A customer service approach to county business and processes
 2. Business policy and processes designed to eliminate costly duplication of effort (example: separate permitting systems) and improve service.
 3. A purchasing policy and process to include a purchase order policy.
- **May 2005:** Lewis County will have identified all permitting processes and implemented a streamlined permitting process. (See Economic Development Goal)
- **June 2005:** The County will develop and adopt a public relations plan. The plan will include the following:
 1. Use of the Internet and Intranet.
 2. Guest Editorials and/or rented space in publications.
 3. A plan to solicit input and feedback from citizens including utilizing "Show-N-Tell" sessions with focus groups on current practices in a particular program area, evaluating our successes and failures and soliciting input and suggestions, including prioritization of service delivery.
 4. A strategy for communicating with non-English speaking citizens.
 5. Develop a customer service evaluation card that would be online and on all service counters utilized by the public and other county employees.
- **August 2005:** Lewis County will have expanded communication and knowledge management delivery with extensive use of the Intranet, Internet and printed material including a plan to ensure all information accessed on the Internet and Intranet is current.
- **August 2005:** Lewis County will have developed a "Service Centric" approach that focuses on the most efficient and effective way to deliver internal and external services include the following:
 1. The approach will focus on self-service.
 2. The approach will be a knowledge management tool for educating both internally and externally.
 3. The approach will be designed to provide responsive government and eliminate the "Road Blocks"

4. The approach will include an electronic Kiosk and a solution oriented map.
- **January 2006:** Implement a financial management system that reduces paperwork, data entry requirements, voucher processing, and provides usable management reports to our leaders and stakeholders; assuming timely vendor selection and contract negotiations.
 - **January 2006:** The permitting process shall have an interactive permit system that is accessible by the public, to monitor a permit's lifecycle from initiation through completion.

Success Measures for this Goal:

- A comprehensive finance system vendor is selected and a contract negotiated by January 2005.
- A Finance and permitting system have been implemented resulting in a reduction of redundancy and paperwork by 25% as measured by the number of forms and current manual processes in 2006
- All departments and offices have reviewed, developed and published in the county knowledge management system core knowledge articles (FAQs) and have identified knowledge managers and experts.
- 70% of questions received by departments and offices via the online knowledge management system or phone are responded to within 48 hours.
- The county will have developed a communications plan and solicited survey results will demonstrate favorable findings on a majority of the plan. Defined processes that improve service delivery and focuses on self-service in the permitting systems.
- Processes are accepted by employees and integrated into the "way the County does business" as demonstrated by a 60% positive response sampling of employees to an internal survey.

Roles and Responsibilities

The ESC will focus on measuring savings performance from these new efforts, reward those employees who contribute to these savings, and identify new areas for significant cost savings. Each of these projects has a "champion" who ensures the project is fully implemented countywide. The department that initiates the project will determine champions. The ESC will contribute to this program by identifying potential areas for cost savings and implementing an employee reward/recognition program for success in these areas.

GOAL FIVE
FISCAL MANAGEMENT
SURVIVING ECONOMIC EXTREMES

Economic changes, tax initiatives, and continuing changes in state legislation and funding for small counties have direct and often immediate, impacts on the services delivered by Lewis County. Lewis County commits to managing our resources through a predictable, open process that focuses on effective and prioritized services for our communities. We will be responsive to the voice of our citizens through ongoing evaluations of our services and resources.

This goal involves a new set of evaluation steps to scrutinize existing services and programs, analyze each for possible budgetary efficiencies and, in turn, determine the most appropriate level of funding for those programs and services. The goal is to create a solid budget process that is responsive to changing economic conditions in the County's government.

The 2004 Retreat Group recommends addressing this goal in three distinct areas:

1. Validate current resources while analyzing future resources and options for delivering critical services including cost recovery and how we allocate available resources.
2. Transform the budgeting process from a line-item focus to a results oriented approach that includes tools for measuring progress and accomplishments.
3. Review expenditures to identify the following:
 - a. The basic level of service necessary to comply with mandates and requirements.
 - b. Our standard level of service.
 - c. Our critical services; at what funding level.
 - d. Analyzing expenditures for public safety versus general government.
4. Develop an expenditure model with an agreement on the level of appropriate reserves and adjust county plan as necessary.

Actions Steps and Timeframe to Implement this Goal

- **May 2004:** Establish a committee to identify a model to approach the possibility of passage of I-864.
- **July 2004:** Conduct budget training for managers, supervisors, and others as appropriate for this budget cycle.
- **August 2004:** Publish budget guidance that begins to transform the budget process from expenditure oriented to results-oriented. Guidance will be "broad brush" rather than detail specific. During the budget process, Offices and Departments identify their funding resources and estimate long-term viability. Offices and Departments will begin identifying other funding sources that are to be future years.
- **October 2004:** Implement a plan to work with our legislators and our association to seek funding relief at the state level particularly as relates to the state paying their share of the cost of the trial courts and support services for the courts.
- **December 2004:** Pass the budget for Calendar 2005.

- **February 2005:** Review the budget process for 2004.
- **March 2005:** The Chief of Staff and budget office will present “a service level model” to the Executive Steering Committee for consideration as a future budgeting methodology.

Success Measures for this Goal:

- The BOCC and Offices/Departments continue to work through the annual budget process that effectively incorporates the strategic goals and priorities of Lewis County.
- The new policies are in use for the 2005 budget process, are evaluated for effectiveness, and are in place to ensure greater service stability in 2005 and beyond.
- The county is prepared to successfully implement a budget regardless of new funding and program challenges.

Roles and Responsibilities

The Chief of Staff, or designated representative of the BOCC, is responsible for developing the budget process, including full participation from the ESC. All elected officials and department heads will perform their critical reviews, and will participate in the team-wide review of possible cost savings and efficiencies. The BOCC is responsible for ultimately adopting a final budget for the County.

GOAL SIX

EMPLOYEE ENRICHMENT AND EMPOWERMENT

We recognize our greatest asset is our employees. Our goal is to have a responsive, efficient, effective and productive workforce. Without a trained, responsive, and accountable staff, government cannot possibly fulfill its mission and strategic goals. We intend to recognize, train, and consistently develop our entire workforce

Furthermore, it is important to be able to improve the county's ability to meet strategic planning goals by improving employee skill base and access to information. To that end the county will design and produce targeted cost-effective training that meets the needs of each Office and Department and recognizes the educational and learning styles of staff to ensure they have ever improving knowledge, skills and practices that better serve the public.

The County implemented a quarterly employee recognition program that has proven to be valuable in recognizing and rewarding those areas of high staff performance.

In addition to these measures, in 2004 the County will continue efforts to:

- Keep employees informed about the ongoing work, goals, and priorities of Lewis County, including quarterly supervisors and managers briefing.
- Promote programs encouraging good physical and mental health, and the wise use of medical benefits, among employees.
- Provide and encourage continued training and professional development, particularly in the areas of customer service, technology, and leadership development.

Action Steps and Timeframe to Implement this Goal

Throughout 2004 and beyond: Quarterly manager/supervisor meetings will continue to be used as a way to broadly share and obtain information with County employees. GroupWise e-mail and the Intranet have proven to be a highly effective tools for providing employees with early, proactive updates on key issues. These tools will continue to be used for this purpose.

- **June 2004:** Lewis County will post the most current *Personnel Policy* section of the *Lewis County Policy Manual* on the intranet – accessible to all employees.
- **July 2004:** Complete a survey of all elected official and director offices and departments regarding training needs and recommend appropriate training format and environment
- **September 2004:** Submit a proposed training package, including estimated budget impacts to the Executive Steering Committee for review and recommendation to the BOCC for approval and adoption. The plan should include the following elements:
 1. A completed survey of office and department needs.
 2. Resources to meet those needs in the most cost effective way.
 3. A consideration of learning styles and the need to provide training in a variety of ways.
 4. Measurable outcomes and the tool for measuring those outcomes.
- **December 2004:** Current county policies will be catalogued and posted on the intranet with a plan for due diligence to ensure they are updated as changes are made.

- **January 2005:** Lewis County will have completed a personnel manual review with recommended changes reviewed by the Executive Steering Committee and adopted by the Board of County Commissioners.
- **January 2005:** Lewis County will have identified the resources and assigned staff to ensure successful implementation of the training program.

Success Measures for this Goal

- Staff has access to professional development training.
- Greater employee retention; staff feel they have the opportunity to grow, develop, and move upward in the County.
- Fewer citizen complaints about interactions with County employees.
- A greater level of accountability and professionalism at all employee levels; professionalism and accountability are regularly evaluated and measured through an employee performance review system.

Roles and Responsibilities

The Personnel Advocacy Committee will continue to take the lead to develop recommendations for a county training program and provide oversight to ensure the training programs stays on track. The PAC will continue to manage the quarterly employee recognition. In addition, the PAC will be responsible for the annual employee recognition picnic to be held the last Friday in July. The Human Resources Coordinator will take the lead in reviewing and ensuring the current posted personnel manual includes all approved changes to date. That person will also take the lead in developing recommended changes for adoption by the BOCC. The Board of County Commissioners is responsible for adopting the updates to the personnel manual, approving the training program, including identified funding sources. The Chief of Staff is responsible for the quarterly supervisor and manager meetings.

GOAL SEVEN

INTERGOVERNMENTAL COOPERATION

As we move into the future, Lewis County continues to face shrinking resources to pay for programs and increasing demands for services. On behalf of the citizens of Lewis County, we recognize the need to take a lead role in identifying and advocating more cooperative agreements and projects with the cities of Lewis County, other counties, the state and the Federal Government. To that end, we have developed the following action steps.

Action Steps and Timeframe to Implement this Goal

- **September 2004:** Determine the existing areas of cooperative agreements within Lewis County.
- **September 2004:** Research and gather information on successfully implemented local government cooperative operating agreements.
- **February 2005:** Lewis County will host a "Local Government Summit" with invitations to all local government elected officials and associated executive managers.
- **March 2005:** Identify and explore other government structures, methods of operation and funding, cooperative operating agreements and functional organization.

Success Measures for this Goal

- A listing and description of existing cooperative and collaborative partnerships and agreements is in place.
- A listing and description of potential new cooperative and collaborative models is developed.
- BOCC has conducted a Countywide "Local Government Summit" to produce enhanced communication among local elected officials with new collaborative service delivery partnerships identified and developed.

Roles and Responsibilities

The BOCC are responsible for hosting the Summit and assigning staff to research and gather information.

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GOAL EIGHT

TRANSPORTATION

Transportation planning in Lewis County has traditionally solely focused on maintaining its numerous roadway miles (greater than 1,050) and bridges (greater than 200). As transportation demands increase countywide, Lewis County will need to diversify its existing transportation program. Planning for interconnectivity of airports, public transportation, rail and other transportation modes requires Lewis County take an increasing leadership role in regional transportation issues.

Action Steps and Timeframe to Implement this Goal

- **June 2004:** Secure agreement with WSDOT for funding the "Transportation Coalition" (the cities of Centralia, Chehalis and Napavine, the ports of Centralia and Chehalis, Centralia-Chehalis Chamber of Commerce, Centralia-Chehalis-Lewis County Airport, SW Regional Transportation Planning Organization, the Economic Development Council, WSDOT and Lewis County) work program. Projects include:
 1. Construction of Harrison Avenue Ramp Improvements
 2. Area Arterial Analysis
 3. Area Transportation Model
 4. Design of Chamber Way Improvements
 5. Feasibility Analysis of Rush Road Improvements
- **January 2005:** Have on staff a transportation engineer.
-
- **March 2005:** Begin discussions with area railroads regarding regional "train makeup" issues.
- **September 2004:** Hold Public outreach meetings for development of project priority array for scoring projects on the annual construction program and the Six-year Transportation Improvement Program.
- **May 2005:** Host an airport development summit.
- **July 2005:** Inventory rural transportation services, conduct gap analysis and report to BOCC.
- **August 2005:** Develop "information highway" (electronic data transmission) proposal for BOCC consideration.
- **September 2005:** Provide draft set of airport development strategies to BOCC.
- **October 2005:** Begin discussion of a countywide multi-modal transportation plan.
- **March 2006:** Inventory all county transportation plans and conduct multi-modal gap analysis.
- **June 2006:** Present findings and potential needs statement for rural transportation services to BOCC.
- **June 2006:** Complete road maintenance consolidation plan, which will save an estimated two million dollars over twenty years.
- **November 2006:** Present findings and gap analysis relating to multi-modal transportation to the "Transportation Coalition".
- **December 2006:** Complete the "Transportation Coalition" work program. (Harrison constructed, Local Arterial Analysis complete, area transportation model complete, design of Chamber Way complete, preliminary footprint design complete for Rush Road interchange)

Success Measures for this Goal

Lewis County will have successfully developed and begun implementation of a county wide cooperative inter-modal transportation plan to include the airport system, and implemented alternative transportation for outlying areas that are currently solely or mostly dependent on automobile transportation.

Roles and Responsibilities

Public Works is the lead agency for the above projects. PW will collaborate with Health, Community Development, Information Services and the Transportation Coalition on applicable projects.

GOAL NINE

GROWTH MANAGEMENT ACT IMPLEMENTATION

The Growth Management Act, adopted in 1991, requires counties and the cities within them to plan for growth consistent with guidelines contained within the statute. Because of the growth rate experienced in the early 1990s, Lewis County became subject to the Act in June 1993. The County was required to designate, protect and conserve critical areas and commercially significant resource lands, including agricultural, forest and mineral lands. In addition, the county designated Urban Growth Areas to accommodate anticipated urban development and adopted a comprehensive land use plan and implementing development regulations. Elements of the comprehensive plan include long-range planning for land use, natural resources, housing, transportation, capital facilities and the rural areas.

In 1999, the County adopted a comprehensive plan and development regulations under the Growth Management Act. Provisions of the County plan and development regulations were appealed to the Western Washington Growth Management Hearings Board. Petitioners contended that the adopted comprehensive plan and development regulations did not fully comply with the Act. Since that time, the County has been under a series of compliance orders and has been working toward compliance with the Act.

Lewis County government feels strongly that there is an interrelationship between compliance with the Growth Management Act and the ability to provide an environment to create jobs and reduce unemployment, crime, substance abuse, and the other issues identified in the 2003 Strategic Plan. To that end, we have added Growth Management compliance as one of nine goals in our new Strategic Plan. We intend to send the message that this issue is very important to us and our ability to provide opportunities for the citizens and landowners of Lewis County.

Action Steps and Timeframe to Implement this Goal

Address invalidity and compliance issues:

- **April 2004:** File the appeal of the invalidity ruling by the Growth Hearings Board.
- **December 2004:** Develop and implement a plan to legislatively advocate for more local autonomy and decision making in planning under GMA, including advocating for a revision in the GMA Hearings Board process.
- **December 2004:** Develop alternative strategies for compliance using staff, consultants, the Planning Commission and other needed resources.
- **April 2006:** Have a successful completion of the appeal of the invalidity ruling.

Continue to Develop in-house planning and legal resources and capabilities:

- **January 2005:** Evaluate and organize staff to provide appropriate staff positions for long-range planning functions, including ensuring that planning, legal and support positions are structured to promote professional growth & longevity.
- **January 2005:** Implement a plan to better utilize county staff in legal matters concerning GMA including fostering greater interdepartmental communications and cooperation to best utilize all the resources of the county, including record development and maintenance.

- **December 2004:** Implement strategies for transitioning from reliance on outside consultants and attorneys for long-range planning.

Continue to develop inter-local cooperation and participation:

- **March 2005:** Successfully develop and implement processes for inter-local cooperation and participation in the areas of regional planning for land-use, transportation and infrastructure.
- **March 2005:** Enter into inter-local agreements with cities for application, review, approval and inspection of land use actions within the urban growth areas.
- **March 2005:** Implement a plan to foster broad-based involvement of local governments, civic and other stakeholders in the planning process.

Begin consideration of sub-area planning to meet localized needs, conditions and preferences:

- Continue to identify and pursue funding through grants and other sources
- **March 2005:** Develop strategies for sub-area planning to meet localized needs, conditions and preferences.
- **August 2005:** Complete a sub-area plan for hearing and action by the BOCC involving local area citizens to gather information, data and comments at the sub-area level.

Begin the process for meeting state requirements for regulatory and planning updates:

- **July 2004:** Identify required regulatory and planning updates and funding opportunities
- **December 2004:** Develop strategies and timelines to meet requirements and deadlines for plan updates.
- **January 2005:** Develop and implement strategies and plans utilizing the public process, planning commission and staff for successful state compliance for the 2004-2005 regulatory and planning updates.

Success Measures for this Goal

- Lewis County will have a process in place that utilizes more in-house resources and interdepartmental cooperation to successfully adopt an approved plan under the GMA that addresses the needs and wishes of the greater population of Lewis County.

Roles and Responsibilities

Community Development under direction from the BOCC and under the supervision of the Chief of Staff will be responsible for this action plan. The BOCC will take a lead role on the legislative issues.

A GUIDE TO LEWIS COUNTY GOVERNMENT

Who We Are and How We Work

Dianne Dorey, Assessor

(360) 740-1111

The County Assessor is responsible for the administration of State Laws relating to assessment of real and personal property. The Assessor determines fair market value of taxable property. The Assessor's records pertaining to property ownership and value, legal descriptions and mapping are made available to the public.

Gary Zandell, Auditor

(360) 740-1156

The Auditor is responsible for examining all county financial transactions to insure adequate coverage and proper reporting of expenditures for county funds. The Auditor acts as county recorder and issues marriage licenses. The Auditor is also responsible for the licensing of motor vehicles in the county as well as conducting all general and special elections while serving as the registrar of voters for the county.

Kathy Brack, Clerk

(360) 740-1398

The County Clerk is the record management administrator and financial officer of the Superior Court for the county. The Clerk also acts as a quasi-judicial officer for the issuance of various documents, draws and maintains jury panels and collects statutory fees for litigations and fines.

Eric Johnson, Commissioner, District 1

(360) 740-1120

Richard Graham, Commissioner, District 2

(360) 740-1120

Dennis Hadaller, Commissioner, District 3

(360) 740-1120

The Board of County Commissioners is the General Legislative Authority for the County and, as such, approves the annual appropriations for all county functions. The board also has quasi-judicial duties as the appeals body for some actions relating to the regulations of property division and land development.

Terry Wilson, Coroner

(360) 740-1376

The Coroner is responsible for providing autopsy services and lab and toxicology services for all necessary cases. The Coroner determines the cause of death, processes and signs the death certificate, responds to the scene of deaths within the county, conducts investigations, protects the decedent's property, locates the next of kin, and cooperates with public officials and law enforcement agencies.

Michael Roewe, District Court Judge

(360) 740-1203

Merle Krouse, District Court Judge

(360) 740-1203

The District Courts are the lower level of the trial courts. They are empowered to hear civil cases in which the amount at issue is up to \$35,000.00 and criminal cases where the maximum term of imprisonment is up to one year. The District Court is also responsible to provide self-help civil legal services to its constituents in the areas of anti-harassment orders, name changes, traffic infractions and small claims.

Jeremy Randolph, Prosecuting Attorney

(360) 740-1240

The Prosecuting Attorney prosecutes all criminal matters for Lewis County and serves as legal advisor to the county departments and officials. The Prosecutor reviews all county legal documents. The office administers the crime victim/witness assistance programs and provides support enforcement services for the state and receives state and federal reimbursement.

John McCroskey, Sheriff**(360) 740-1300**

The Sheriff's Office is responsible for law enforcement, crime prevention, confinement of prisoners, the serving of civil and legal processes and emergency operations. The department is also responsible for traffic control on county roads, safe operations of watercraft on inland waters, and search and rescue.

David Draper, Superior Court Judge**(360) 740-1333****John Hall, Superior Court Judge****(360) 740-1333****Richard Brosey, Superior Court Judge****(360) 740-1333**

Superior Courts are the highest-level trial courts. They are empowered to hear civil and criminal cases. The Superior Court has all administrative responsibilities for the Juvenile Court.

Rose Bowman, Treasurer**(360) 740-1115**

The County Treasurer is custodian of all County money and investments. The Treasurer also serves as ex-officio Treasurer and Chief Investment Officer for 64 other taxing and assessment districts and governmental entities. The Treasurer is responsible for collection and distribution of taxes and other revenues for each of the entities for which they act as Treasurer. The Treasurer manages cash flow and is responsible for managing debt service.

Larry Keeton, Chief of Staff**(360) 740-1419**

The Acting Chief of Staff, under the direction of the Board of County Commissioners, is responsible for the development of the County's budget, the operations of the Southwest Washington Fair and for management oversight of the departments under the Board of County Commissioners.

Robert Johnson, Community Development Director**(360) 740-1232**

The Community Development Department controls the building permit process, provides for field inspection of construction and fire related inspection, and includes activity related to planning. The Department is the lead on drafting and implementing the planning under Growth Management. The department is also responsible for the operations of the Solid Waste Division.

General Administration Director**(360) 740-1408**

General Administration provides cost effective equipment and customer services. The Department is responsible for the administration of the Equipment Rental & Revolving Fund, the operation of the Facilities Division, the Fleet Services Division and the Information Services Division.

Kathleen Eussen, Health & Social Services Director**(360) 740-1148**

The Health and Social Services Department provides the administration for Public Health, the Animal Shelter, Senior Programs, Veterans Relief and Social Services.

Mark Cook, Public Works Director**(360) 740-1122**

The Public Works Department is responsible for the County Road Fund including physical environment, road maintenance, road construction and administration. The Department also operates the Communications Division, which supports county emergency fire and police needs for which other entities can contract for services.

Sheila Gray, WSU Lewis County Extension Director**(360) 740-1212**

WSU Extension provides outreach educational programming using research based, non-biased information in the subject areas of Horticulture, Forestry, Family Living, 4H/Youth Development, Community Resources, and Agriculture utilizing professional staff from WSU and WSU Extension certified volunteers, such as Master Gardeners, Clothing & Textile Advisors, Food Safety Advisors and 4H Leaders.